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Country programme document for Botswana (2017-2021)

Contents

		Page
I.	Programme rationale	2
II.	Programme priorities and partnerships	6
III.	Programme and risk management	9
IV.	Monitoring and evaluation	9
Annex		
	Results and resources framework for Botswana (2017-2021)	11

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I. Programme rationale

1. Since attaining upper-middle-income status in the 1990s, Botswana continues to register strong performance as it strives to achieve 'Prosperity for All' by 2036.[1]

2. Growth has been based on diamond revenues, with subsequent high investment[2] in social protection, health and education (4.4, 5.4 and 9.5 per cent of gross domestic product, respectively), which has extended service reach and accessibility.[3] Government recognizes that reliance on a single sector is unsustainable, and that economic diversification is essential.[4] [5] Pro-poor growth and social protection have helped reduce poverty,[6] which fell from 47 per cent (1993-1994) to 19.4 per cent (2009-2010),[7] while extreme poverty declined substantially, from 23.4 per cent (2002-2003) to 6.5 per cent (2009-2010). Botswana ranks 3rd in Africa on human development,[8] 3rd in Africa on governance,[9] 31st of 175 countries globally on transparency,[10] and 41st out of 180 on freedom of the media.[11]

3. Juxtaposed with those achievements are stagnation and regression in isolated cases. Botswana recorded no improvements in global competitiveness (74th)[12] or ease of doing business (72nd)[13] in 2015. Despite significant government investment in social sectors, poverty, inequality (Gini coefficient of .605), and unemployment (20 per cent) remain high for an upper-middle-income country.[14] The country is vulnerable to human-induced and natural hazards, which undermine the economy and livelihoods. While Botswana performs well in international governance rankings, its performance is weakening: the Mo Ibrahim score declined from 76 in 2013 to 74 in 2014. Successive reviews of national development plans have indicated data gaps for many indicators, with no culture of evaluations, accountability or evidence-based management.[15] There is no nationally approved monitoring and evaluation policy; the national data system requires integration of sustainable development goals indicators; and national surveys lack disaggregation elements to measure the status of vulnerable groups. This has affected the quality and relevance of national policies, programmes and projects.[16] [17]

4. Prudent policies enabled Botswana to invest diamond resources in human development, and advance the socio-economic status of its population. The country has consequently developed impressive human, intellectual and financial assets that form a good basis for sustainable development goals implementation. Its international support needs therefore differ distinctly from those of other African countries, as further demonstrated by the fact that the Government funds over 65 per cent of UNDP interventions. Therefore, rather than investing in large development programmes, UNDP has deployed technical expertise in key public service areas.

[1] Botswana 'Vision 2036'
[2] World Bank, Botswana systematic country diagnostic, 2015
[3] United Nations, Botswana common country assessment, 2016
[4] Botswana 'Vision 2036'
[5] National development plan 11 (draft)
[6] World Bank macro-poverty outlook for Botswana, 2016
[7] Botswana core welfare indicator survey, 2009-2010
[8] Global Human Development Report, 2015
[9] Ibrahim Index of African Governance, 2015
[10] Transparency International corruption perceptions index, 2014
[11] Reporters Without Borders press freedom index, 2014
[12] Global competitiveness report, 2015
[13] Ease of Doing Business report, 2015
[14] World Bank Botswana systematic country diagnostic, 2015
[15] Eleventh national development plan (draft).
[16] Midterm review of tenth national development plan
[17] Ibid.

5. Botswana requires targeted, strategic, high-end development expertise to identify and overcome policy and implementation barriers so as to unlock its potential and address persistent inequality and unemployment. It seeks access to relevant experience and knowledge from other countries in the broader South and promotes investments in creating a continuous loop of learning, where, based on data and evidence, policies and implementation modalities are adjusted. The 'mainstreaming, acceleration and policy support' approach pioneered by UNDP to further the implementation of Agenda 2030 is a relevant strategy for effective and coherent implementation support. The proposed approach follows a logic of targeted, high-end development expertise to strengthen the quality of development policy and programme design; promote more effective implementation of policies and programmes; and ensure access to reliable data for planning, monitoring and evaluation, and decision-making.

6. This approach will serve as a catalyst to address policy challenges such as income poverty, which is higher among female-headed households (58 per cent); youth (57 per cent); and rural communities (Kweneng West 48.6 per cent; Ngamiland West 47.3 per cent; Ghanzi 35.7 per cent; and Kgalagadi North 31.2 per cent).[18] This is partly explained by a top-down policymaking process and weak community voice.[19] In addition to promoting bottom-up approaches, multiple non-income deprivations require a cross-sectoral approach to ensure that policies are responsive to local needs.[20] There is an urgent need for policy reform underpinned by strong data, and a monitoring and evaluation process that will inform policy design and implementation, particularly with regard to social protection and efficient targeting.[21] In addition to its first multi-topic survey,[22] Botswana will need regular evaluations of key social protection, youth and women's empowerment programmes. Only five of more than 20 major programmes have so far been evaluated.[23]

7. The natural endowments of Botswana underpin its economy and livelihoods.[24] Diamonds contributed 24 per cent of gross domestic product and nature-based tourism contributed 3.2 per cent in 2014, while agriculture contributes immensely to community livelihoods.[25] Minerals constitute a third of government revenue, making the country vulnerable to fluctuations in commodity prices.[26] Botswana is highly vulnerable to natural and human-induced hazards, which undermine the economy and livelihoods. The biggest natural risk is climate change, which affects sectors of economic importance such as water, rangelands and agriculture. Over the past 25 years, the country has experienced at least five major droughts,[27] disproportionately affecting the poorest and most disadvantaged groups (rural communities), who tend to depend on climate-sensitive livelihoods such as agriculture.[28] Women and youth are particularly affected because their labour input is significantly higher in sustaining rural livelihoods[29] and they constitute a larger proportion of the population[30].

8. Human-induced threats such as cattle grazing, uncontrolled land-clearing fires, mining, increased water extraction, fencing (which disrupts migration routes), poaching, and inadequately regulated

[18] Botswana core welfare indicators survey, 2009-2010
[19] World Bank, Botswana poverty assessment, 2015
[20] Ibid.
[21] World Bank, systematic country diagnostic, March 2015
[22] Statistics Botswana (www.worldbank.org), 2015
[23] World Bank, Botswana social protection assessment, 2013
[24] Botswana Vision 2036
[25] Ibid.
[26] Ibid.
[27] World Bank, systematic country diagnostic, March 2015
[28] World Bank, Botswana poverty assessment, 2015
[29] Ibid.
[30] National population census, 2011

tourist activities, worsen the vulnerability of the country.[31] Despite policies to address these threats, fragmentation and poor implementation limit returns on government investment. Local-level challenges mirror those at the national level, where implementation is weak due to the absence of capacities and locally tested models that take into account the interests of multiple stakeholders and deploy an integrated approach to development. Policy design and implementation rarely benefit from the evidence of successful solutions that simultaneously address livelihoods, environmental and economic issues on the ground, and all these factors combine to threaten the resilience of communities – particularly women, youth, and those in the rural areas. Options for replication and scale-up include area-based management plans such as the Makgadigadi and Okavango Delta framework management plans. As Botswana intends to move away from depending solely on government for its development,[32] private sector involvement becomes increasingly important to the realization of social and economic outcomes.

9. With respect to governance, the effectiveness and efficiency of the public sector is crucial.[33] Service delivery is a major challenge (only 23 per cent of customers rate service as excellent or very good), and public sector capacity to implement development projects is inadequate,[34] exacerbated by declining levels of public accountability.[35] Citizens' access to information is limited (25 per cent),[36] and participation in decision-making (including through the traditional Kgotla forum), is low in urban villages, towns and cities (45 per cent).[37] This is of particular concern given the role of the Kgotla in ensuring citizen involvement. Weak civil society organizations and lack of resources further limit the voice of vulnerable groups.[38] [39] Evidence-based, participatory policy design and implementation will be important in improving public-sector performance and deepening democracy.

10. Botswana is committed to upholding the rule of law and protecting human rights.[40] it has acceded to various international treaties and conventions, including the International Convention on Civil and Political Rights and the Universal Declaration of Human Rights. However, challenges persist in the form of limited access of key populations (including persons with disabilities and persons living with HIV/AIDS) to basic services. There are also delays in the judicial process and accessibility of justice, notwithstanding the availability of legal aid.[41] Improvements in timely state party reporting and compliance with ratified international instruments are also necessary. The Government plans to establish a national human rights institution[42] to address these issues, and in that connection has requested the support of a UNDP human rights technical adviser.[43]

11. The number of women in senior management positions has increased (from 16 to 23 per cent),[44] and 10 per cent of the alcohol levy is allocated to women's economic empowerment.[45] Yet women's representation in politics remains low, with Botswana ranking 129th out of 145 countries.[46]

[31] United Nations, Botswana common country assessment, 2016
[32] Botswana 'Vision 2036'
[33] Botswana public sector customer satisfaction survey, 2013
[34] National development plan 11
[35] Kaboyakgosi G. and K. Marata: An analysis of Botswana's implementation challenges
[36] Mo Ibrahim, 2014
[37] Botswana core welfare indicators survey, 2009-2010
[38] United Nations Botswana joint resource mobilisation and partnership strategy, 2013-2016
[39] USAID CSO sustainability index for sub-Saharan Africa, 2014
[40] Botswana universal periodic review, 2012
[41] National development plan 11 (draft)
[42] Cabinet directive, 2014
[43] Letter, Office of the President, 29 August 2016
[44] Grant Thornton international business report, 2016
[45] Levy on alcohol beverages fund order of October, 2008
[46] Global gender gap index, 2015

This highlights the need for advocacy programmes to review and address policy, legal and implementation bottlenecks to the equal involvement of men and women in politics and governance.

12. Botswana has reduced the impact of HIV/AIDS since its peak in the late 1990s, mainly through prevention of mother-to-child transmission and 'Treat-All' strategies. However, it still has the third-highest HIV prevalence in the world, at 18.5 per cent. HIV prevalence is higher among females (20.8 vs 15.6 per cent); girls aged 15-19 have twice the HIV prevalence of boys (6.2 vs. 3.6 per cent); and 20-24-year old young women have three times the HIV prevalence of young men (14.6 vs. 5 per cent).[47] High prevalence emanates from low condom use, stigma and discrimination, adolescent and intergenerational sex, alcohol and high-risk sex, gender-based sexual violence, and low uptake of male circumcision.[48] Discriminatory and punitive practices within Botswana's legal and policy framework create barriers to access to prevention, treatment, care and support for all people, including vulnerable and key populations.[49] Non-communicable diseases that are co-morbidities to HIV/AIDS accounted for 14.5 per cent of total mortality in Botswana in 2000, increasing to 32.5 per cent in 2010 and to 36.8 per cent in 2012.[50] There is a need for innovative approaches to address these gaps.

13. The 2015 United Nations Development Assistance Framework terminal evaluation, and the terminal evaluation of the UNDP Botswana country programme, 2010-2014, found that UNDP had made significant contributions to development progress in Botswana. The placement of advisors in key government ministries accelerated work in critical areas and strengthened the responsiveness and efficiency of UNDP. This will be continued to strengthen the impact of interventions. The 2010-2014 portfolio review of the Global Environment Facility (GEF) highlighted the need to ensure that environmental sustainability and resource management benefits all, especially the poor, while safeguarding natural ecosystems. These evaluations also highlighted the need for better targeting using accessible, relevant, and accurate data.

14. The development trajectory for Botswana requires a transformative model to reduce its vulnerability to social, economic and environmental risks, which perpetuate poverty and inequality. 'Vision 2036'and the sustainable development goals, provide an opportunity to address these inequalities and ensure that no one is left behind. The theory of change is premised, first, on the criticality of reliable data to identify those most at risk of being left behind and their specific needs or challenges. Secondly, the same data will inform appropriate policies to address the remaining pockets of inequality; and finally, accurate baselines and a regular data collection mechanism will help monitor the effectiveness of policies and provide a feed-back loop to guide necessary adjustments. Government recognizes the importance of investments in policy and programme design; policy implementation; data; and monitoring and evaluation.[51] [52]

15. In view of the above, and in response to the expressed needs of the Government, UNDP will implement a programme that reinforces the value triangle of policy design, policy implementation and data as Botswana moves towards 'Vision 2036'. The programme will address the following national priorities (eleventh national development plan): **eradicating extreme poverty and reducing inequality**; **strengthening human development outcomes**; **generating diversified export-led economic growth and employment creation, and deepening democracy, as well as managing the trade-off between income generation and environmental sustainability.**[53]

[47] Botswana AIDS impact survey, 2013
[48] Botswana modes of transmission study, 2010
[49] AIDS and Rights Alliance for Southern Africa: HIV, tuberculosis and human rights in southern and eastern Africa Report, 2016
[50] World Bank, World Development Indicators, 30 June 2016
[51] United Nations Botswana partnership framework, 2017 2021 (draft)
[52] United Nations/Botswana strategic planning exercise, 20-21 October 2015
[53] National development plan 11 (draft)

II. Programme priorities and partnerships

16. Programmatic results will be achieved through direct technical support to inclusive pro-poor policy processes, working with government, United Nations organizations, development partners, private sector, civil society and local communities. Poverty and inequality will be addressed holistically, using data to inform policy design and targeting, ensuring wide coverage, particularly for women, youth, and rural communities, who are often the face of poverty and inequality. Lessons from implementation will be used to refine policy, while data will facilitate the monitoring and evaluation of both policies and the sustainable development goals. UNDP will develop a knowledge management system, using local and external evidence to demonstrate sustainable development models, to further inform policy. For effectiveness, this approach will be combined with innovation and knowledge brokerage through South-South initiatives. Tools, best practices and learning will be developed, while building skills and capacities among actors for sustainability. UNDP will position itself as a thought leader in the areas of poverty and inequality by supporting policies that facilitate job creation, economic growth and diversification, and the creation of a conducive business environment. The strength of the United Nations system will be leveraged from the United Nations Botswana Partnership Framework, through which UNDP will deliver on shared outcomes with other United Nations organizations in the three programme areas.

Policy and programme design

17. High-quality policies and programmes are crucial to the development process. The programme recognizes the complexity of public policymaking, owing to the multiplicity and the interconnectedness of issues, solutions and institutions. In collaboration with the United Nations Children's Fund (UNICEF), UNFPA, the World Bank and the International Labour Organization (ILO), UNDP will ensure that policy design is informed by data that are technically sound, coherent, integrated and inclusive for the achievement of the sustainable development goals and Vision 2036. It will build on the achievements of technical advisers in key ministries.[54] Work under this component will entail sharing and promoting good practices in policy and programme development across priorities. The programme will emphasize lessons and experiences from other countries, including new knowledge and innovations. Attention will be paid to human rights, gender, youth inclusion, resilience, sustainability, and the mainstreaming of disaster risk management.

18. To eradicate extreme poverty and reduce inequality, interventions promoting a multi-dimensional approach to poverty eradication will be used to improve analytical and institutional policy-making capacities, thus ensuring that no one is left behind.[55] Resilience aspects will be included to ensure that communities can withstand various shocks, particularly economic and climatic. Resilience-related capacities will be built in relevant institutions. In collaboration with the World Bank, UNDP will support the finalization of the Botswana poverty eradication policy and strategy currently under development. As suggested in the terminal evaluation of the 2010-2014 country programme, specific groups (women, youth and people living with disabilities) and locations (Kgalagadi North, Ngamiland West, Ghanzi and Kweneng West) will be prioritized and targeted, based on the findings of national surveys. The programme will support development of employment creation strategies with the ILO, and the development of youth and women's empowerment programmes with UN-Women and UNFPA.

19. The programme addresses climate vulnerability, managing trade-offs between economic growth, environmental sustainability and social uplift, and improving the use of evidence in formulating policies. UNDP interventions will focus on enabling the country to fully consider environmental costs and benefits, and will explore local economic development approaches,

[54] Government of Botswana/United Nations programme operational plan, final evaluation, October 2015

[55] African human development report on gender equality and women's empowerment, 2016

community benefit sharing of natural resources, and private financing, ensuring that women and youth benefit from the interventions. Private sector engagement will be explored with a view to building public-private partnerships. The emphasis will be on designing programmes consistent with sustainable development pathways, anchored in resilience-building, climate change mitigation, biodiversity conservation, and sustainable land management for improved livelihoods.

20. National efforts to deepen democracy will be improved by engaging stakeholders (particularly vulnerable groups) in the development of strategies and policies. The Government will be supported in a priority-based review of outdated policies, as well as comprehensive public sector reforms for improved service delivery and sustainable local economic development. Other interventions will focus on advocacy for legislation to increase women's participation in politics and decision-making as part of a greater inter-organizational effort to ensure gender mainstreaming and empowerment under the United Nations Joint Programme for Gender Mainstreaming and Gender-based Violence.

21. UNDP will support the review of laws, regulations, policies and guidelines related to HIV/AIDS. The objective will be to assess awareness of rights, access to justice, enforcement, the nature and extent of stigma, discrimination, gender inequality, gender-based violence, and human rights violations affecting key populations with regard to access to preventive HIV services. UNDP, in partnership with the World Health Organization (WHO) and the Ministry of Health and Wellness will support the review of non-communicable disease policies, including the 2010 alcohol policy.

Implementation of policies and programmes

22. The success of the UNDP-supported' Legal Aid Botswana', [56] and the GEF projects, demonstrate the importance of structures and capacities for effective implementation. They also demonstrate the UNDP comparative advantage in supporting policy implementation. UNDP will therefore continue to provide support in the delivery of policies, facilitating collaboration, coordination and convergence among institutions that work in silos. The programme will support Botswana in utilizing emerging global knowledge to strengthen implementation capacity and delivery. Innovative approaches to the delivery of collective results will be promoted through public-private partnerships in renewable energy provision, local economic development and other areas. UNDP will work with civil society, local authorities and other partners to explore options for state and non-state (institutional) arrangements that can support sustainable development goals implementation. International financial institutions will be engaged to leverage their technical and financial support for specific interventions.

23. UNDP, in partnership with UNFPA, UNICEF, and civil society, will support the development of government capacity to implement the Botswana poverty eradication policy and strategy institutional arrangements, and performance management for the delivery of such evidence-informed interventions with a focus on multi-sector coordination, convergence on target groups (women, youth and people living with disabilities), and accountability mechanisms.

24. UNDP will continue to support local economic development to promote inclusive growth and create employment and livelihood opportunities, particularly for women and youth in remote areas, thereby driving sustainable development goals at the local level. Interventions will support local authorities to translate local economic development strategies into employment opportunities, beginning in four pilot locations (Chobe, Kgalagadi, Sowa and Francistown City) and subsequently scaling up to the remaining twelve. UNDP will provide support to develop local economic development stakeholder forums, potentially through South-South cooperation, with the aim of promoting inclusive markets and sustainable finance, and supporting the access of small and medium enterprises to local, national and regional value chains. It is envisaged that the private sector could play a key role with regard to job creation, value chains, and the provision of markets.

[56] Government of Botswana budget speech, 2015

25. Building on the climate change policy and the draft national framework for sustainable development, the programme will strengthen the capacities of non-state actors to implement national and global commitments on sustainable development and environmental management, including the sustainable development goals, the Paris Agreement, nationally determined contributions, and the Sendai Framework. It will build on the platforms established for sustainable finance to facilitate private sector involvement in implementing and financing the goals. The programme will adopt a geographic targeting approach (sustainable land management in Ngamiland, Kgalagadi and Chobe), supported by resources from GEF and the Green Climate Fund. Effective programme implementation will require collaboration between the Government, community-based organizations, non-governmental organizations, academia, the United Nations and the private sector. In promoting sound environmental governance, particularly in vulnerable communities, UNDP will facilitate the participation of civil society to capture the public voice.

26. In relation to governance and democracy, efforts will be made to increase the transparency of public institutions, support public accountability and promote citizen oversight. The programme will support the implementation of strategic public sector reform efforts and improved accountability through increased access to information and availability of data. It will support the implementation of the decentralization policy, the strengthening of local authorities, and the establishment of a national human rights institution.

27. UNDP will support the Government and civil society in developing implementation strategies for identified gaps and challenges within the existing legal framework relating to HIV and AIDS. This will provide for a strengthened legal and regulatory framework for effective responses to HIV and AIDS, and increased access to services. Following the revised alcohol policy, UNDP and WHO will support the Ministry of Health and Wellness in developing a non-communicable disease investment case and implementation strategies to strengthen the linkage of alcohol, gender-based violence, non-communicable disease policies and HIV, for greater efficiency. Meanwhile, the Government will be encouraged to ensure that HIV prevention is sufficiently covered in public financing.

Data for planning, monitoring, evaluation and decision-making

28. Achievement of the sustainable development goals requires the availability of comprehensive data to design, prioritize and track progress. However, the national data systems lack the required robustness to achieve this. The programme will support the formulation and implementation of coordinated responses to national statistical capacity-building; explore methods for data generation in line with United Nations data revolution commitments; and strengthen capacities to adapt the goals indicator framework to the national context. UNDP will work in partnership with United Nations organizations and the World Bank to address data gaps and to develop a monitoring and evaluation system for the national development plan.

29. To improve overall capacities for data management, UNDP will support Statistics Botswana to collect, analyse and disseminate disaggregated and comprehensive data. Further, UNDP and partners will support the development and implementation of a monitoring and evaluation policy for government policies and programmes. In parallel, central and local government will be supported to identify data gaps, establish a mechanism for data management, and capacity-building for informed decision-making. The increase in mobilized resources, particularly from GEF, and the Green Climate Fund (GCF), will generate the evidence base (case studies) for upstream policy advisory services.

30. The programme will strengthen capacities of the Government and academic institutions to gather, analyse and utilize data, including citizens' feedback, in order to improve outcomes. This will be complemented by a focus on improving citizens' access to data so as to create a dual-feedback and learning loop. In addition, support will be provided to designing tools for the

aggregation and use of local-level dialogues and processes in shaping subnational and national-level policies and programme interventions.

III. Programme and risk management

31. This country programme document outlines UNDP contributions to national results and is the primary unit of accountability to the Executive Board for alignment of results and resources. The accountabilities of managers at the country office are prescribed in the UNDP programme and operations policies and procedures and the internal control framework.

32. Acknowledging the ownership of the Government, the programme will be nationally executed and implemented through mutually agreed modalities based on the most efficient and cost-effective manner, including national, direct, agency and non-governmental organization implementation.

33. The programme will be coordinated by UNDP and the Ministry of Finance and Economic Development. The Programme Board will consist of key government ministries, and active inclusion of the private sector and civil society will be sought.

34. A key risk is the difficulty of mobilizing resources in an upper-middle-income country. Related to this is the unsustainable nature of the over-reliance of the Government on a single sector for revenue. To mitigate those risks, the existing resource mobilization strategy will be reviewed with a focus on partnerships with non-state actors and the private sector to mobilize skills and resources for sustainability.

35. Another risk is a rapidly changing and highly competitive development environment. This risk will be mitigated through a shift from traditional development support to one focused on policy design, implementation and data, as expressed by the Government.

36. Climate change is a continuing risk which could potentially erode development gains. This will be mitigated by integrating climate change adaptation strategies into interventions, from the policy level to local economic development, and by supporting the generation of climate change data and related indicators.

37. Risk mitigation efforts will be built into programme design. UNDP will strengthen the capacities of relevant institutions to deliver programmes. Operational risks will be reduced by deploying procedures for cash transfers based on the assessment of financial management capacities of implementing partners, and by incorporating lessons from previous programmes.

IV. Monitoring and evaluation

38. Results and value for money are key aspects of UNDP support to government. UNDP will pay particular attention to the monitoring and evaluation of this programme, in line with the United Nations Botswana partnership framework, 'Vision 2036', and national development plan 11. In line with the programme component of data for planning and monitoring and evaluation, the country office will pursue a research agenda to ensure that information collected in the field is packaged into knowledge materials.

39. Where possible, performance indicators have been derived from the national system, the United Nations Botswana Partnership framework monitoring and evaluation framework and the existing UNDP strategic plan in order to promote national ownership and establish coherence and synergies in reporting results. The UNDP gender marker will be used to track programme contributions to specific gender and women's empowerment achievements.

40. High-level consultations and dialogue frameworks will be organized biannually as part of the United Nations Botswana Partnership Framework to review programme effectiveness and efficiency. At least 5 per cent of the programme budget will be allocated to implementing the evaluation plan. The programme will strengthen the monitoring and data-collection capacities of implementing partners and other stakeholders as a specific outcome.

41. At the outcome level, monitoring and evaluation will be undertaken in partnership with other United Nations organizations through the Programme, Coordination, Monitoring and Evaluation Group joint annual reviews. As part of the evaluation plan, UNDP will conduct a midterm evaluation and a final review (using the criteria of the Development Assistance Committee of the Organisation for Economic Co-operation and Development) of the programme outcomes at least six months before the end of the programme.

Annex. Results and resources framework for Botswana (2017-2021)

National priority: Vision 2036 pillars: (a) sustainable economic development; (b) human and social development; (c) sustainable environment; and (d) governance, peace and security.				
United Nations Development Assistance Framework (UNDAF) outcome 1. By 2021 Botswana has ***high-quality policies and programmes*** towards the ***achievement of sustainable development goals targets and national aspirations***				
Related strategic plan outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.				
UNDAF outcome indicator(I), baseline (BL), target (T)	**Data source (DS), frequency of data collection (F), and responsibilities (R)**	**Indicative country programme output**	**Major partners Partnerships Frameworks**	**Indicative resources by outcome ($ thousands)**
I-1. Multi-dimensional poverty rates, disaggregated by sex, location, age, income, gender, age, race, ethnicity, migratory status and geographic location **BL:** No data **T:** To be determined based on multi-topic household survey **I-2.** Human Development Index **BL:** 0.698 (2014) **T (2021):** 0.75	**DS:** National surveys, statistical report **F:** Annual **R:** Statistics Botswana **DS:** Human development reports **F:** Annual **R:** Ministry of Presidential Affairs, Governance and Public Administration (MPAGPA-PECU), Poverty Eradication Coordination Unit; Ministry of Health and Wellness (MHW)	**Output 1.1. Enhanced national capacities to develop integrated policies, strategies and programmes for sustainable development (economy and environment)** *I-1. No. of inclusive policies/strategies integrating environment, social and economic dimensions* **BL:** 3, **T (2021):** 5 **DS:** Ministry of Environment, Natural Resources Conservation and Tourism (MENRCT) annual reports MENRCT website **F:** Annual *I-2. No. of measures - plans, strategies, policies designed to achieve low-emission and climate-resilient development and reduce environmental degradation* **BL:** 2, **T (2021):** 4 **DS:** Status update reports on climate change **F:** Annual *I-3. No. of disaster and climate risk reduction frameworks that are sector specific and gender responsive developed at national and subnational levels* **BL:** 1, **T (2021):** 3 **DS:** Disaster risk management and disaster risk reduction reports **F:** Annual	**Government** MPAGPA, Ministry of Finance and Economic Development (MFED), National Strategy Office (NSO), Ministry of Local Government and Rural Development (MLGRD), MENRCT **United Nations** UN-Women, International Labour Organization (ILO), International Organization for Migration (IOM) GEF, GCF **Other** Civil society	**Regular**: 236.7 **Other:** 10,452

		Output 1.2. Enhanced national capacities to develop integrated policies, strategies and programmes for addressing multi-dimensional poverty *I-1. Existence of a comprehensive Botswana poverty eradication policy and strategy (BPEPS) targeting vulnerable populations in target areas* **BL: No** (draft BPEPS, 2015) **T (2021): Yes** (approved BPEPS) **DS:** BPEPS implementation and monitoring reports **F:** Annual	**Government** MPAGPA, NSO, MFED, MLGRD **United Nations** UN-Women, UNFPA, ILO UNICEF **Other** World Bank, civil society organizations (CSOs)	
		Output 1.3. Enhanced national capacities to develop integrated policies, strategies and programmes to deepen democracy outcomes and strengthen governance institutions. *I-1. No. of laws and policies in place to secure women's participation in political decision-making* ***BL: 1, T (2021): 2*** ***DS: UNDP project progress reports*** ***F: Annual*** *I-2. No. of policies, strategies, or legislation put in place to address issues of stigma and discrimination leading to unequal access to HIV preventive services for key populations, women and youth* **BL:1, T (2021):** 3 **DS:** Ministerial monitoring and evaluation (M&E) reports: MHW, Ministry of Land Management, Water and Sanitation Services (MLMWSS), Ministry of Nationality, Immigration and Gender Affairs (MNIGA), Ministry of Defence, Justice and Security (MDJS), MPAGPA, Ministry of Tertiary Education, Research Science and Technology (MTERST) **F:** Annual *I-3. No. of policies and strategies addressing social determinants of health and prevention of non-communicable diseases in youth and adults in non-health ministries and communities* **BL:1, T (2021):** 3 **DS:** Ministerial M&E reports (MHW, MLMWSS, MNIGA, MDJS, MPAGPA, MTERST) **F:** Annual	**Government** MPAGPA, Parliament, MHW **United Nations** UN-Women, WHO **Other** CSOs	

National priority: Vision 2036 pillar on sustainable economic development				
UNDAF outcome 2. By 2021 Botswana ***fully implements policies and programmes*** towards the achievement of sustainable development goals targets and national aspirations				
Related strategic plan outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded				
I-1: Multi-dimensional poverty rates, disaggregated by sex, location, age, income, gender, age, race, ethnicity, migratory status and geographic location. **BL:** No data **T:** To be determined based on multi-topic household survey **I-2:** HDI score **BL:** 0.698 (2014) **T (2021):** 0.75	**DS:** National surveys, statistical report **F:** Annual **R:** Statistics Botswana **DS:** Human development reports **F:** Annual **R:** MPAGPA-PECU, MHW	**Output 2.1. Improved national capacities to plan for delivery, identify and resolve implementation challenges, and account for the delivery of high-quality sustainable development (economic and environmental)** *I-1. No. of new full-time equivalent jobs (from local economic development [LED] initiatives in target areas) disaggregated by sex, age and location* **BS:** 0, **T (2021):** 8000 (male – 4000, female – 4000) in 16 districts **DS:** LED implementation reports **F:** Annual *I-2. No. of viable community/CSO-led natural resource-based enterprises in target areas, disaggregated by sex, age, location* **BL:** 0, **T (2021):** 3 (1 per GEF-supported project area) **DS:** Project annual reports **F:** Annual *I-3: No. of additional sustainable development advocacy and implementation platforms for sustainable development goals* **BL:** 2 **T (2021):** 5 **DS:** National steering committee annual reports on the sustainable development goals **F:** Annual	**Government** MFED, MENRCT, Ministry of Agricultural Development and Food Security (MADFS) **United Nations** ILO, United Nations Environment Programme, GEF, GCF **Other** CSOs	**Regular:** 315.6 **Other:** 13,936
		Output 2.2. Improved capacities to plan for delivery, identify and resolve implementation challenges related to addressing multidimensional poverty *I-1. Existence of integrated implementation strategy to effectively coordinate the BPEPS* **BL:** No, **T (2021):** Yes (approved BPEPS implementation strategy) **DS:** BPEPS implementation strategy reports **F:** Annual	**Government** MPAGPA, NSO, MFED, MENRCT, MADFS, MLGRD **United Nations** UNICEF, UNFPA, GEF, GCF **Other** CSOs	

		Output 2.3. Improved capacities to plan for delivery, identify and resolve implementation challenges and account for the delivery of quality interventions to deepen democracy outcomes and strengthen governance institutions. ***I-1.*** *Increase in the percentage of beneficiaries satisfied with service delivery by public institutions* **BL:** 23% **T:** (2021): 50% DS: Customer satisfaction survey report **F:** Biennial ***I-2.*** *Existence of operational national human rights institution (NHRI)* **BL:** No, **T (2021):** Yes (operational NHRI) **DS:** UNDP reports **F:** Annual ***I-3.*** *No. of strategies for implementing social determinants of health and prevention of non-communicable diseases in youth and adults (e.g., alcohol, tobacco, lifestyle) in non-health ministries and communities* **BL:**1, **T (2021):** 3 **DS:** Ministerial M&E reports (MHW, MLMWSS, MDJS, MPAGPA, MTERST) **F:** Annual	**Government** MPAGPA, MHW Office of the Ombudsman **United Nations** WHO **Other** CSOs	
National priority: Vision 2036 pillars: (a) Sustainable economic development; (b) Human and social development; (c) Sustainable environment; and (d) Governance, peace and security				
UNDAF outcome 3. By 2021 state and non-state actors at different levels use ***high-quality, timely data*** to inform planning, monitoring, evaluation and decision-making				
Related strategic plan outcome 7. Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles				
I-1: High-quality, timely and reliable sectoral data (disaggregated by income, gender, age, race, ethnicity, migratory status and geographic location) available for use by decision-makers and citizens **BL:** Gender-based violence study, Botswana AIDS Impact Survey (BAIS), core	**DS:** Human Development Reports **F:** Annual **R:** All organizations	**Output 3.1. Increased institutional capacities to collect, manage, analyse, package and utilize data to improve planning, monitoring, evaluation and decision-making.** ***I-1.*** *Existence of an approved M&E policy* **BL:** No, **T (2021):** Yes (approved national M&E policy) **DS:** UNDP progress reports **F:** Annual ***I-2.*** *Existence of a national M&E system for the National Vision, programmes, policies and sustainable development goals.* **BL:** No, **T (2021):** Yes (M&E framework for national development Plan 11, with SDG indicators mainstreamed)) **DS:** State of the Nation address, national SDG implementation reports **F:** Annual	**Government** MPAGPA, NSO, Government Implementation Coordination Office, MFED, Statistics Botswana, Ministry of International Affairs and Cooperation (MIAC) **United Nations** All organizations	**Regular**: 236.7 **Other:** 10.4521

welfare indicator survey, STEPS survey, Tobacco survey (youth and adults), MTHS **T:** High-quality data through Gender-based violence study, BAIS, core welfare indicator survey, STEPS survey, Tobacco survey (youth and adults), SDG monitoring, Diaspora survey **I-2:** Percentage of SDG indicators incorporated into national statistics **BL:** To be sourced from Statistics Botswana and national statistical system **T:** To be sourced from Statistics Botswana	**DS:** Statistics Botswana **F:** Annual **R:** All United Nations organizations	***I-3.*** *No. of knowledge products (bulletins, policy briefs) from the knowledge management system and South-South initiatives* **BL:** 0, **T (2021):** 5 **DS:** UNDP progress reports, **F:** Annual ***I-4.*** *No. of national surveys supported that include disaggregated data on vulnerable groups* **BL:** 0, **T (2021):** 3 **DS:** UNDP progress reports **F:** Annual	**Other** World Bank, NGOs, CSOs	